

CANADA MORTGAGE AND
HOUSING CORPORATION

Diversity and Inclusion Framework 2023-2025

A framework to sustaining
a diverse workforce and
fostering an inclusive
workplace



Acknowledgement

Canada Mortgage and Housing Corporation (CMHC) acknowledges the collaboration and engagement of the members of the diversity, equity and inclusion working groups, the subject matter experts, the Employee Resource Groups, the Indigenous Relations team, the Equity team, and all employees who helped build the priorities and initiatives outlined in our Diversity and Inclusion Framework 2023-2025.

Our framework is the result of significant input from over half of the workforce at CMHC. Without their perspective, lived experiences, frankness, and willingness to improve our workplace, our Diversity and Inclusion Framework would carry far less weight in making what is currently working well, even better.

If you have questions about our Diversity and Inclusion Framework or would like to obtain a copy in an alternate format, please contact us at 1-800-668-2642 or contactcentre@cmhc.ca.

Thank you.

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Land Acknowledgment

At Canada Mortgage and Housing Corporation (CMHC), reconciliation, diversity, equity, and inclusion guides everything that we do—both internally and externally. Our mission is to make housing affordable for everyone in Canada. We're taking concrete actions to eliminate racism and embed equity into our policies, programs, and practices so that they meet the needs of everyone living in this country.

CMHC acknowledges all Indigenous lands, treaties, and peoples throughout Canada, including the many First Nations, Inuit, and Métis Peoples each with their own histories, cultures, traditions, and protocols. We humbly express our gratitude and extend our utmost respect and appreciation for the many generations of land caretakers. We must continue learning and unlearning with open hearts and minds to continue advancing on this important journey toward truthful and meaningful reconciliation.



Commitment from the President and CEO

I am pleased to present CMHC's Diversity and Inclusion Framework 2023-2025.



At CMHC, we are committed to doing our part to end racism and become an anti-racist, equitable and inclusive organization. Part of our mission is to sustain a diverse workforce that represents people living in Canada, and to foster an inclusive workplace where everyone feels like they belong. Our Diversity and Inclusion Framework supports our commitment to advance diversity, equity and inclusion in a way that is informed by lived experience.

We have come a long way since embarking on this journey. We are proud of what we have achieved so far, but we know there is much more to do. As a learning organization, we continue to learn and unlearn, reflect on our own internal policies and practices with humility, and remain accountable as we strive for continuous improvement.

Our Diversity and Inclusion Framework is the culmination of many consultations and assessments. It reflects the priorities and feedback of employees from employment equity groups and other underrepresented groups. It also reflects the results of an Employment System Review we did, which was informed by consultations with employees. The consultations were open to everyone – half of the organization expressed interest and was consulted. We also consulted more than 150 people with disabilities to identify barriers to accessibility at CMHC.

To support our work, we appointed our first Vice-President, Indigenous Relations, in 2021, and our first Vice-President, Equity, in 2022. We signed the [BlackNorth Initiative Pledge](#), and became a [Progressive Aboriginal Relations](#) committed organization. We are also rolling out a new learning program to better enable all employees to foster diversity, equity, and inclusion at CMHC.

As Canada's national housing agency, we have a responsibility –and the influence– to help address systemic racism in this country's housing system and create an equitable system that leaves no one behind. This is a privilege that we have approached with great care. We are committed to building a diverse workforce and inclusive workplace that is well positioned to:

- accelerate the creation of housing that meets the core needs of people across the country,

- address systemic barriers to equity and inclusion, and
- build a sustainable housing system.

We are taking an all-of-Canada approach to our work, backed by innovative solutions, and anchored in new, even non-traditional partnerships.

Our Diversity and Inclusion Framework is structured around five key priorities that align with our corporate values of Courage, Community, and Impact:

1. Our workforce is representative of people living in Canada, including leadership roles.
2. Barriers to inclusion in our policies, practices and procedures are identified and removed to foster a greater sense of inclusion.
3. Accountability is embedded across the organization and monitored.
4. Employees are empowered to apply key principles related to Diversity, Equity, Inclusion and Accessibility.
5. Legislative requirements are met.

We will regularly monitor and report on our progress toward achieving these priorities. We recognize the importance of fostering a culture that supports the people that work at CMHC and our strategy – a culture where everyone can bring their most authentic self to work, and where the diversity of thought, people and experiences fuels the innovation, agility, collaboration, and creativity we need to succeed.

I am confident that you will see in this document a comprehensive framework for CMHC to be a force for good– an enabler to us achieving equitable housing outcomes and delivering on our strategic objectives.

Romy Bowers
President and Chief Executive Officer

Diversity and Inclusion by design, not by default

Diversity and Inclusion is everyone's responsibility at CMHC. The Diversity and Inclusion team is part of the People and Culture division and they set the direction for and guides CMHC's efforts to sustain a diverse workforce and an inclusive workplace culture and drives the achievement of its diversity and inclusion priorities. Their key areas of focus include:

- Subject matter expertise, guidance, and advice
- Workforce diversity and workplace inclusion measurement and analysis
- Research and benchmarking
- Employee consultations
- Employee development and advancement
- Partnerships and organizational alignments
- Diversity, equity and inclusion (DEI) maturity assessments
- Legislative compliance and reporting

While their focus is on talent and culture, they collaborate and influence the work of many partners across CMHC, including the Indigenous Relations team and the Equity team. The Diversity and Inclusion team's mission and priorities support CMHC's aspiration and expected outcomes.



OUR ASPIRATION

By 2030, everyone in Canada has a home that they can afford and that meets their needs

DIVERSITY AND INCLUSION MISSION

We sustain a diverse workforce, representative of people living in Canada, and foster an inclusive workplace culture and environment where everyone feels like they truly belong. This better positions us to achieve our strategic results of removing systemic racism, inequities, and other barriers to housing, and to understand and temper social vulnerabilities, including racism and discrimination.

DIVERSITY AND INCLUSION PRIORITIES

- Barriers to inclusion in our policies, practices and procedures are identified and removed to foster a greater sense of inclusion.
- Workforce is representative of people living in Canada, including leadership roles.
- Employees are empowered to apply key principles related to Diversity, Equity, Inclusion and Accessibility.
- Accountability is embedded across the organization and monitored.
- Legislative requirements are met.



EXPECTED OUTCOMES



People in core housing need have equitable and reliable access to housing that is secure and affordable



Canada has the number of homes and mix of housing options to serve diverse needs



Canada's housing system supports sustainability and stability

Our measures and results at a glance

As at May 24, 2023

Workforce Representation

CMHC's workforce representation for employment equity groups is published on an annual basis in our Corporate Plan and Annual Report. Our internal Diversity and Inclusion microsite includes a workforce diversity dashboard, which allows all employees, including people leaders, to view and take into consideration CMHC's most current workforce representation rates at the corporate and sector levels.

The representation rates of CMHC employees belonging to employment equity groups are trending upward, and some groups' current representation at CMHC is exceeding labour market availability rates.

- 57.5% of CMHC leaders self-identify as women.
- 41.8% of our workforce self-identifies as racialized.
 - 11.2% self-identifies as Black and 8.8% of leaders are Black.
 - 9.7% self-identifies as Chinese.
 - 8.3% self-identifies as South Asian.
- 11.8% of our workforce self-identifies as people with disabilities.
- 3.9% of our workforce self-identifies as Indigenous (First Nations, Métis, Inuit).

Leaders are any individual in a position, either permanently or temporarily, with at least one reporting employee or who is an advisor or higher.

Inclusion Index

We examine on a yearly basis the dynamics of workplace inclusion at CMHC. We use a set of 10 questions that we assess through CMHC's Pulse Check Survey and combine into a single measure: our Inclusion Index.

Each question examines one of 5 key dimensions that contribute to creating an inclusive workplace environment:

1. Fairness of employment practices
2. Participation in decision making
3. Inclusive leadership
4. Belonging
5. Uniqueness and integration of differences

In addition to measuring inclusion at a corporate level, we also look at the results for various segments of our employee population, such as employment equity groups.

- Our overall CMHC inclusion score is 84% and remains stable.
- Women employees' inclusion score is 87%.
- Indigenous employees' inclusion score is 79%.
- Black employees' inclusion score is 89%.
- Racialized employees' inclusion score is 84%.
- Employees with disabilities inclusion score is 83%.
- The overall sense of belonging for all employees is 87%.

The need for a Diversity and Inclusion Framework

Employment Equity (EE) is rooted in the *Employment Equity Act* (EE Act) and refers to positive measures taken to attain a representative workforce and maintain progress toward increasing representation, participation, and retention of the four designated EE groups as described in the EE Act (Aboriginal persons, persons with disabilities, visible minorities and women). In our internal nomenclature at CMHC, we use the terms Indigenous people, racialized people, people with disabilities and women to talk about the four designated EE groups.

As part of the EE Act, CMHC is required to establish and implement an EE plan in consultation with employees. The Corporation must also establish and maintain EE records and be able to demonstrate the steps taken to monitor the implementation of the EE plan.

The 2023-2025 Diversity and Inclusion Framework presents a deliberate effort to meet CMHC's legal EE requirements and go beyond what's required. We're doing this by not only ensuring equity, but by also seeking diversity and inclusion in strategic practices and operations, leadership training, talent acquisition, management and development, and succession planning activities.

The Vice-President, People and Culture, is accountable for CMHC's adherence to the EE Act and its statutory requirements, as well as the implementation of our Diversity and Inclusion Framework. In addition, all leaders and employees have a role to play in the implementation of our Diversity and Inclusion Framework and in creating an inclusive workplace culture for and by all.



CMHC's Diversity and Inclusion Framework 2023-2025

Our framework outlines clear and measurable goals to advance diversity, equity, and inclusion over the next three years at CMHC. It supports our mission of sustaining a diverse workforce, representative of people living in Canada, and fostering an inclusive workplace. This will better position us to achieve our strategic results of removing systemic racism, inequities, and other barriers to housing, and to understand and temper social vulnerabilities, including racism and discrimination.

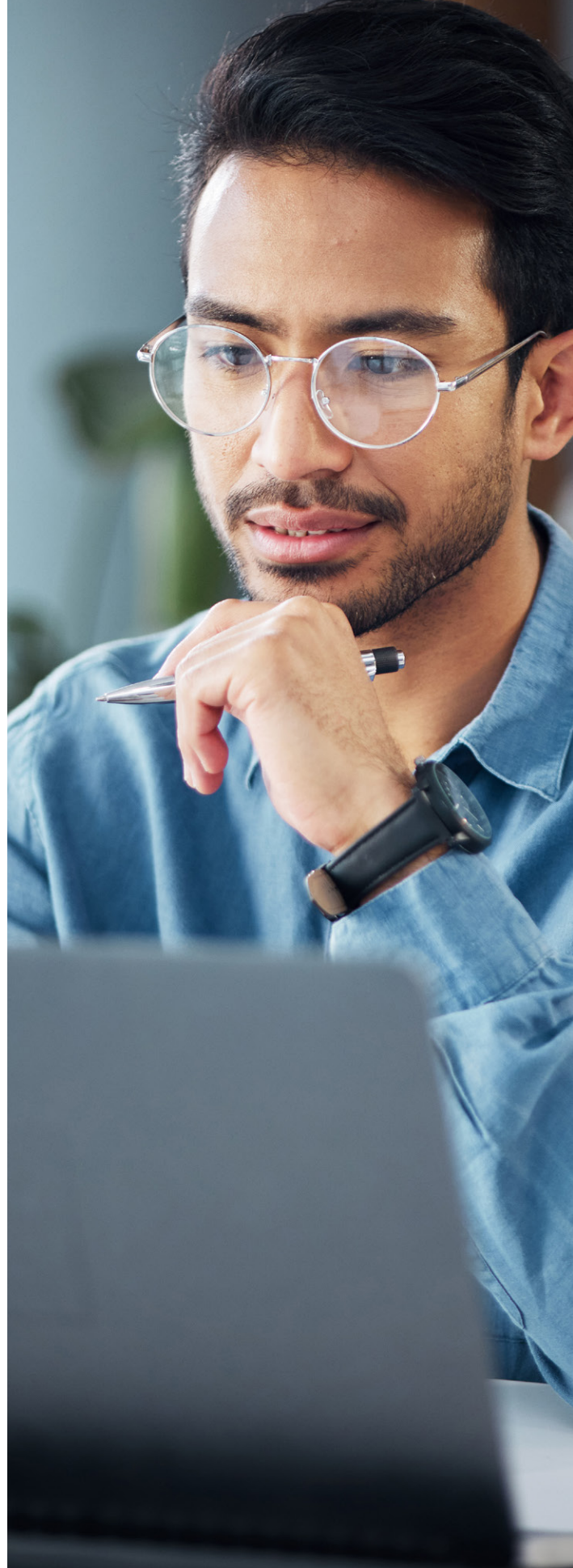
Our key measures for 2023-2025

- Workforce representation goals are met to reflect people living in Canada across CMHC, including leadership roles.
- The Inclusion Index remains stable and increases for CMHC overall and for communities and teams where lower inclusion scores were identified.

Our priorities at a glance for 2023-2025

1. Workforce is representative of people living in Canada, including leadership roles.
2. Barriers to inclusion in our policies, practices and procedures are identified and removed to foster a greater sense of inclusion.
3. Accountability is embedded across the organization and monitored.
4. Employees are empowered to apply key principles related to Diversity, Equity, Inclusion and Accessibility.
5. Legislative requirements are met.

The implementation of our Diversity and Inclusion Framework is a shared responsibility at CMHC. Accountabilities have been defined, and tracking and monitoring mechanisms have been established to ensure that the Framework achieves its intended goals. Our framework is agile; priorities and goals may evolve based on business needs and the identification of gaps, barriers, and opportunities for improvements.



Priority 1:
Workforce is representative of people living in Canada, including leadership roles

Goal 1.0: Representation of Indigenous people is increased

Expected outcome	Measures of success
1.0.1 An Indigenous recruitment and hiring strategy is created and communicated clearly internally and externally.	Applications from Indigenous job seekers have increased. Quarterly numbers of Indigenous employees hired increase and Employment Equity gaps close. Operational changes to address systemic barriers are identified and implemented. Strategy is communicated.

Goal 1.1: Representation gaps of the following employment equity groups (persons with disabilities, racialized people [especially racialized women], 2SLGBTQIA+ people) are closed across the organization

Expected outcome	Measures of success
1.1.1 As part of the overall Talent Management Framework, a recruitment and hiring strategy for a representative workforce is created, implemented, and monitored, with a specific focus on employment equity groups.	Action Plan is drafted and in place. Establish the right partnerships to attract talent, supported by a sourcing strategy. Increase in candidate applications is recorded.
1.1.2 Job descriptions are reviewed to ensure requirements are inclusive and bona fide occupational requirements (BFOR), with a focus on Granville Island positions.	Relevant job descriptions have been reviewed and revised for Granville Island positions and the other CMHC positions.

Goal 1.2: Career advancement and development are enhanced for team members of the following underrepresented groups:

- **Indigenous people**
- **Racialized people**
- **People with disabilities**
- **2SLGBTQIA+ people**
- **Women in the administrative and senior clerical personnel and professional occupational category**
- **Member of any employment equity group**

Expected outcome	Measures of success
1.2.1 In support of the overall Talent Management Framework, and internal talent mobility strategy, current development and advancement opportunities will be integrated.	<p>Strategy is completed and will include current development and advancement-focused programs (that is, the McKinsey Management Accelerator Program for Black and Asian employees and the Indigenous Leadership Development Program).</p> <p>Representation gaps of employees from employment equity groups have decreased at the relevant levels of the organization.</p> <p>Indigenous employee retention rates are aligned with the corporate retention rate average.</p> <p>Talent Management Framework success measures are defined.</p>
1.2.2 A pilot mentorship program for Indigenous, Black, and Racialized employees is launched.	<p>Co-creation is completed, and program is implemented.</p> <p>Representation gaps for Indigenous, Black, and Racialized employees have decreased at the relevant levels of organization.</p> <p>Retention rates for Indigenous employees are aligned with the corporate retention rate average.</p>
1.2.3 Leadership development opportunities for employment equity groups are created and implemented.	<p>Representation of underrepresented employees is increased at all levels of the organization and all sectors, with a specific focus on Indigenous, Black, and Asian people.</p> <p>Retention rates for Indigenous employees are aligned with the corporate retention rate average.</p>

Goal 1.3: Employee's departures are monitored with a focus on understanding the reasons for leaving

Expected outcome	Measures of success
1.3.1 The motivations for employee departures are understood.	<p>Pulse Check data informs the focus of stay interviews in support of our retention efforts and informs our policies, practices, and procedures.</p> <p>Exit interviews data is available to inform policies, practices, and procedures.</p>

Goal 1.4: Official languages policies and profiles are inclusive, while maintaining adherence to the *Official Languages Act*

Expected outcome	Measures of success
1.4.1 Official languages policies, procedures and language profiles are reviewed to ensure equity, and inclusivity, and any opportunities for enhancement are addressed.	<p>Official Languages Directives reviewed with a DEI lens and updated.</p> <p>Official Languages Policy reviewed with a DEI lens and updated.</p>

Goal 1.5: Workforce representation measurement and reporting is enhanced

Expected outcome	Measures of success
1.5.1 Workforce representation measurement and reporting are reviewed and updated	<p>Methodology reviewed and updated for measuring CMHC workforce representation.</p> <p>Methodology reviewed and updated for setting workforce representation goals.</p> <p>Workforce representation goals updated with the 2021 Census of Population and the 2022 Canadian Survey on Disability data.</p>

Priority 2:
Barriers to inclusion in our policies, practices and procedures are identified and removed to foster a greater sense of inclusion

Goal 2.0: Inclusion for employment equity groups is enhanced throughout the life cycle of an employee	
Expected outcome	Measures of success
2.0.1 Interview practices and results are inclusive.	Interview practices and results are reviewed and updated through a DEI lens via the Government’s new Equity tool.
2.0.2 Onboarding and buddy material and practices are inclusive and meet the needs of all new employees.	Onboarding and buddy material reviewed and updated through a DEI lens using the Government’s new Equity tool. Onboarding and buddy practices and trainings are reviewed, with an intersectional lens, using the Government’s new Equity tool.
2.0.3 Unconscious bias training is provided to priority groups (Priority 1 High Risk, Priority 2 Moderate Risk, Priority 3 Low Risk [all employees])	Identified priority groups have completed learning.
2.0.4 Money invested in official language (OL) training is spent equitably considering the updated OL Directives across the organization.	Prioritization of individuals accessing language training is in direct support of our diversity representation goals and is aligned with the new revised OL Directives.
2.0.5 Managers, leaders, sponsors, and coaches are cross-culturally, bias aware and competent to support their employees.	Senior leadership members (director +) have completed their Intercultural Development Inventory (IDI) assessment and their customized debrief and learning plan. Remaining people leaders have completed their IDI assessment and their customized debrief and learning plan. Internal coaches are equipped and upskilled to have career development conversations in support of internal talent mobility.
2.0.6 Performance management process is equitable and inclusive.	Self-assessment employee ratings are removed to avoid biases. An intersectional lens is applied to performance ratings to assess and address gaps. Input from the Lean Six Sigma process review of performance management and the D&I team is gathered and opportunities for performance management improvement are identified and implemented. The eradicate biases tool is shared and referenced.

(Continued)

2.0.7 Benefits have been reviewed with a DEI lens.	<p>Requests for proposals (RFPs) for group insurance services are completed, and vendors are secured.</p> <p>Benefits offerings are reviewed on an annual basis.</p> <p>Benefits milestones are shared with employees.</p> <p>LifeSpeak and Employee Assistance Program (EAP) offerings are shared monthly in Neighbourhood.</p> <p>A digital, centralized, and comprehensive well-being platform is launched.</p> <p>Pride at Work audit is completed.</p>
2.0.8 Compensation is looked at through a DEI lens.	Review pay practices with a DEI lens.

Goal 2.1: Retention, inclusion, and accessibility for people with disabilities are improved

Expected outcome	Measures of success
2.1.1 Insights about the workplace experience of people with disabilities are gained and reporting mechanisms are implemented.	<p>People with disabilities are consulted internally and externally to identify barriers to accessibility.</p> <p>A multi-year accessibility plan co-developed with people with disabilities was published on December 31, 2022.</p> <p>Clear processes are established and promoted to receive feedback on accessibility (internally and externally).</p> <p>Accessibility progress reports are developed and published annually.</p>
2.1.2 Barriers and gaps for the full participation and inclusion of people with disabilities are addressed.	<p>Workplace Accommodation Directive and the associated process are reviewed as part of the <i>Accessible Canada Act</i> (ACA) legislative requirements.</p> <p>Areas of improvement to the accommodation process are identified in consultation with various stakeholders.</p> <p>A new process is implemented.</p>

Goal 2.2 Employee experience and psychological safety are enhanced

Expected outcome	Measures of success
2.2.1 An anonymous and alternate safe platform to raise and address concerns/issues of harassment, microaggressions and other work-related concerns is launched.	Consultations are conducted. The platform has launched. Alternative dispute resolution methods are offered (internal and external).
2.2.2 Psychological safety is enhanced.	Trainings around psychological safety are offered. Inclusion Index is reviewed for enhancements.

Priority 3:

Accountability is embedded across the organization and monitored

Goal 3.0: DEI, anti-racism and equity internal initiatives/activities are streamlined and aligned with organizational external-facing priorities, and accountability is ensured

Expected outcome	Measures of success
3.0.1 An integrated framework for equity at CMHC initiatives/activities is created.	Consultations with key subject matter experts are conducted. Equity Framework is designed and launched. An equity work plan is released on the corporate strategy. Communications and reporting of key DEI areas are integrated.

Goal 3.1: Process to review impact on employment equity groups is implemented

Expected outcome	Measures of success
3.1.1 An analytical, efficient, and inclusive process to gain quantitative and qualitative input is implemented.	An equity tool pilot is tested. An equity tool complementary of Gender-based Analysis Plus (GBA Plus) is launched. GBA Plus is rolled out. Employee Engagement Central is launched. Inclusion Index and its key dimensions are updated and improved.

(Continued)

3.1.2 Self-Identification form is modernized to enhance reporting that better reflects an intersectional diversity, beyond the legislated designated groups.	<p>New Self-Identification form is developed and made available corporate-wide.</p> <p>Disaggregated intersectional data analysis demonstrates equity and inclusion.</p> <p>More accurate and reliable workforce representation data is obtained by increasing self-identification participation rates from 75% to 90%.</p> <p>Questionnaire completion rates are up year-over-year.</p>
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Priority 4:

Employees are empowered to apply key principles related to Diversity, Equity, Inclusion and Accessibility

Goal 3.0: DEI, anti-racism and equity internal initiatives/activities are streamlined and aligned with organizational external-facing priorities, and accountability is ensured

Expected outcome	Measures of success
4.0.1 Communications around Employment Equity Groups initiatives is enhanced.	<p>A core team (Communications, D&I team, Change Management) is created to ensure the integration, awareness, and ongoing progression of this plan.</p> <p>A communications calendar is built as part of the change management strategies, and the Diversity and Inclusion Framework updates are regularly shared with employees.</p>

Goal 4.1: Accountability mechanisms are integrated to achieve the shift in mindset to inclusion for and by all

Expected outcome	Measures of success
4.1.1 DEI trainings are intersectional and inclusive	<p>Consultations with key stakeholders are held to ensure DEI trainings are intersectional and inclusive.</p> <p>A multi-year, multi-layer D&I learning program is developed and launched.</p>
4.1.2 A change management strategy is developed with a DEI lens to support people management practices, program policy development and service delivery.	<p>Stakeholder assessment is completed.</p> <p>A change strategy is developed.</p>
4.1.3 Individual accountability and competency are promoted, and clear DEI and EE performance goals are implemented at all levels of the organization.	<p>D&I learning program is developed and launched.</p> <p>Leadership contract is reviewed to make it more inclusive.</p> <p>Priority groups have a goal in their development plan relating to D&I training.</p>

(Continued)

<p>4.1.4 An internal Diversity and Inclusion Framework, which includes accessibility, is developed with relevant resources.</p>	<p>Consultations with employees and subject matter experts are completed.</p> <p>Diversity and Inclusion Framework is designed and launched.</p> <p>Monitoring and reporting tools are developed.</p> <p>D&I microsite is optimized and offers relevant resources.</p> <p>Maturity assessment utilizing the Global Diversity, Equity, and Inclusion Benchmarks (GDEIB) in partnership with the Equity Division is completed.</p>
<p>4.1.5 Opportunities for meaningful engagement are created, and trust is built.</p>	<p>Open consultations and dialogues with Employee Resources Groups (ERGs) are led consistently.</p> <p>Enhancements to the Employee Resource Groups (ERG) Framework are completed.</p> <p>Enhancements of the Employee Engagement Central are completed.</p> <p>Employee membership in the Employee Engagement Central is increased.</p> <p>The Equity tool and related training are rolled out in HR.</p>

Priority 5:

Legislative requirements are met

Goal 5.0: Compliance requirements are met for the *Employment Equity Act*, *Canadian Human Rights Act*, *Canadian Multiculturalism Act*, and *Canada Accessibility Act*

Expected outcome	Measures of success
<p>5.0.1 Comply with, and report annually on measures taken to meet the requirements of the <i>Employment Equity Act</i>, <i>Multiculturalism Act</i> and <i>Accessibility Act</i>.</p>	<p>Submit the Employment Equity Report, Multiculturalism Report as well as the Accessibility Progress Report within prescribed timelines.</p> <p>Receive confirmation of compliance.</p> <p>Accessibility commitments outlined in CMHC's Accessibility Plan 2023-2025 are met.</p> <p>An accessibility feedback process is in place.</p>

Key drivers behind the Diversity and Inclusion Framework

The development of our Diversity and Inclusion Framework was informed by many initiatives that helped us determine our priorities and goals for the next three years. Key drivers included:

Legislative drivers: *Employment Equity Act, Canadian Human Rights Act, Canadian Multiculturalism Act, and Accessible Canada Act.*

Internal drivers: CMHC 2021 Employment Systems Review, CMHC Accessibility Plan 2023-2025, workforce analysis, talent mobility trends, workforce planning, employee surveys, Inclusion Index, Global Diversity, Equity and Inclusion Benchmarks assessments, Employee Resource Groups, Employee Engagement Central and employee consultations.

External drivers: Truth and Reconciliation Calls to Action, Progressive Aboriginal Relations certification program, Black North Pledge, Gender-based Analysis Plus, Federal 2SLGBTQI+ Action Plan, Government of Canada Anti-Racism Strategy, future of work trends, and societal events affecting workplace diversity, equity, and inclusion.

About CMHC's Employment Systems Review

In 2021, we performed a comprehensive employment systems review. The outcomes of this exercise were essential in developing our framework. In collaboration with an independent consulting firm, we conducted a workforce analysis, which included reviewing representation, hiring, promotion and turnover rates for the four designated employment equity groups. We also performed an evidence-based analysis, which included 150+ documentation reviews, 30+ fact-finding interviews with subject matter experts, consultations with 40 employees, and an employee survey which garnered 1,400+ responses. The Employment Systems Review included a particular focus on designated employment equity groups, both from a statistical perspective and lived experience perspective. In addition to informing our Diversity and Inclusion Framework, the outcome of this review informed other anti-racism and equity initiatives at CMHC. In the end, our 2021 Employment Systems Review yielded 61 recommendations to support diversity, equity, and inclusion at CMHC. These touched on the different aspects of an employee's life cycle and on systemic areas, such as monitoring, communication, accountability and positive policies and practices.

Once the Employment Systems Review was completed, we established working groups, which were tasked with implementing the recommendations and contributing to the development of our Diversity and Inclusion Framework for 2023-2025. As required by the *EE Act*, employees were continuously engaged and meaningfully consulted throughout the Employment Systems Review exercise and in the developing our Diversity and Inclusion Framework.

Monitoring and reporting on our framework

CMHC complies with all monitoring and reporting requirements under the *Employment Equity Act*, the *Canadian Human Rights Act*, the *Canadian Multiculturalism Act*, and the *Accessible Canada Act*.

In terms of monitoring and reporting on our Diversity and Inclusion Framework, we are committed to regularly track, monitor, and report on our progress against our goals in a transparent way. Clear accountabilities and timelines have been set to achieve our goals, and a process is in place to ensure continuous progress.

CMHC's Diversity and Inclusion team is responsible for monitoring and reporting on the implementation of our Diversity and Inclusion Framework, with oversight from the Vice-President, People and Culture. The Diversity and Inclusion team is also responsible for assessing if reasonable progress is made against our goals, determining if other gaps, barriers, and opportunities for improvements arise and making amendments to the Framework as required. Ongoing updates will be provided to senior leadership and our progress will also be shared with all employees and key collaborators.



Definitions

Belonging

Belonging is the feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group. It is when an individual can bring their authentic self to work. When employees feel like they don't belong at work, their performance and their personal lives suffer. Creating genuine feelings of belonging for all is a critical factor in improving engagement and performance. It also helps support business goals.

Disability

The *Accessible Canada Act* defines a disability as:

Any impairment, including a physical, mental, intellectual, cognitive, learning, communication, or sensory impairment—or a functional limitation—whether permanent, temporary, or episodic in nature, or evident or not, that, in interaction with a barrier, hinders a person's full and equal participation in society.

Diversity

Diversity refers to the existence of variations of different characteristics in a group of people (society/organization). These characteristics are the things that shape our identity and that make us unique, such as our cognitive skills, personality traits, race, gender, sexual orientation, ethnicity, socio-economic status, religious beliefs, age, disability, political beliefs, etc.

Employment Equity Groups

Employment equity is an important element in building a diverse workforce. Under the *Employment Equity Act*, the government is required to strive to meet representation levels, based on estimated workforce availability, for the four designated employment equity designated groups: women, Aboriginal peoples, persons with disabilities and members of visible minorities.

Equity

Equity is a condition or state of fair, inclusive, and respectful treatment of all people. Equity recognizes individual differences and allocates the resources and opportunities needed to reach an equal outcome.

Inclusion

Inclusion refers to how diversity is leveraged to create a fair and equitable culture (society/organization) that embraces, respects, accepts and values difference.

Intersectionality

Intersectionality was popularized by Kimberlé Crenshaw to describe the ways Black women faced unique and multiple intersections of oppression (sexism due to gender and racism due to race). This theory was developed to make it clear that as individuals, different parts of our identities and the oppressions we experience (racism, sexism, ableism, homophobia, transphobia, etc.) can intersect with each other and are mutually reinforcing. There are impacts and consequences for people who are multiply oppressed.

Reconciliation with Indigenous Peoples

Reconciliation refers to a process of building and sustaining respectful, ethical relationships between Indigenous Peoples and the rest of Canada based on mutual understanding and respect. Improving the quality and affordability of housing for First Nations, Métis and Inuit Peoples is a key objective for Canada, as noted in the report of the Truth and Reconciliation Commission. It is also crucial to achieving CMHC's aspiration. That's why we are prioritizing work that improves housing outcomes for Indigenous Peoples. Our approach to this work will be informed by the understanding that Indigenous cultures and communities are diverse with unique needs, and that they have the right to decide what is best for them and their communities.

Appendix

In recent years, we had the pleasure of seeing our efforts to advance diversity, equity and inclusion recognized externally. Here are some of our main accolades:

2021 Canada's Best Diversity Employer Award

CMHC has been named one of Canada's Best Diversity Employer by Mediacorp every year since 2014, in recognition of our efforts to build and sustain an inclusive workplace culture where people can grow their careers and excel at their work in an environment where health, well-being, respect, and inclusion are priorities.

2019 Employment Equity Achievement Award – Sector Recognition

In 2019, CMHC was one of 14 employers from across the country recognized for its outstanding commitment to employment equity. We were recognized in the Sector Distinction category and the award was presented to us by the Minister of Labour.

2019 McKinsey's Women Matter research

CMHC was featured in McKinsey's Women Matter research in 2019. The report highlighted how leading companies are setting workforce diversity targets, tracking progress, and holding leadership accountable for diversity and inclusion.

2018 Gender Parity Certification – Gold

CMHC received a Gender Parity Certification at the Gold level from Women in Governance in 2018, in recognition of our high representation of women, both in senior management positions and in positions where women have historically been underrepresented.

We acknowledge that, although we have been recognized as a diversity, equity and inclusion leader in recent years, we still have much more to do to ensure that we sustain a diverse workforce and foster an inclusive workplace. We are committed to continuous improvement and to being a progressive organization.